22 November 1977

MEMORANDUM FOR: Director of Data Processing

FROM   :   [   ]   STATINTL
                  Deputy Director for Processing

SUBJECT   :   Salaries for Processing Personnel

1.   Attached is a memorandum which outlines the staffing
problems faced by the Systems Programming Division (SPD).
Our record in attracting experienced systems programmers has
been poor and continues to deteriorate. We should not be
experiencing these kinds of problems if indeed our salaries
are commensurate with those paid elsewhere. I have discussed
this matter with the Chief of Recruitment Division, Office of
Personnel. We will place an advertisement in the New York
Times on the outside chance that it will attract some experi-
enced systems people. The Recruitment Division can best help
us find promising entry level candidates, and we are pursuing
this jointly.

2.   The salary surveys conducted by the major trade
journals (Datamation, Infosystems, etc.) are of little use to
us. One can easily conclude (as PMCD already has) from such
surveys that in all job categories ODP people are already
very well paid.

3.   Ours is not just another large installation and the
burden of proof is obviously upon us. We plan to survey the
salaries paid in installations which are comparable to ODP in
terms of system complexity. [   ] a consultant
to us in the past, will assist in identifying 10-15 such   STATINTL
locations. I would welcome any assistance PMCD can give us
in obtaining salary information from these installations since
[   ] feels they may be reluctant to give it out. This
is the only way we can obtain a fair comparison of our salaries.
I will keep you informed of our progress with [   ]

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Attachment: a/s
                                                          STATINTL
cc: C/Admin
     C/SPD

18 November 1977

MEMORANDUM FOR: Deputy Director for Processing

STATINTL FROM   : [ ]

Chief, Systems Programming Division

SUBJECT   :   Staffing problems

    1.   The Systems Programming Division of ODP (and its predecessor organization, the Systems Engineering Division), has had a significant problem in finding qualified candidates for positions in the higher salary ranges. Systems Programming skills are essential to the Agency, and it is becoming increasingly difficult to attract individuals with the appropriate qualifications. Further, we appear to be at some risk of losing a number of our own programmers to industry because of a lack of comparability in salaries, thereby exacerbating this problem.

    2.   The Systems Programming skill is increasingly in demand throughout the industry, as computer installations all over the country increase in complexity. Large installations, such as ours, require the services of well-trained, highly knowledgeable and technically skilled individuals to procure, generate, install, and maintain system software. Our own dependence on this expertise was recently demonstrated during the twenty-six hour batch system outage which required that qualified individuals be flown in from a
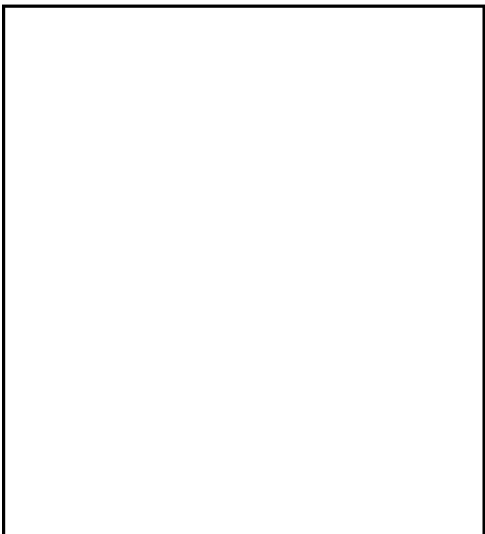
STATINTL conference [ ]

    3.   We have had a great difficulty in staffing this requirement from within the Agency's ranks since most of the Agency's programmers are oriented towards applications programming and do not have the requisite systems knowledge or skills. Systems programming is a very demanding profession, attracting only a few dedicated individuals who have both the knowledge and the temperment to work long and irregular hours on extremely complex problems. We expect to run advertisements on a nationwide basis in the near future to fill our vacancies as we have done in the past, but

there are several indications that this recruitment effort should be supported by upgraded positions within SPD.

4.   When our first advertisement was run in 1972, it specified salary as within the GS-12 range. This advertisement, which ran in several papers across the country, received no answers. A re-run of the ad, with salary specified as "open", attracted several candidates and we successfully recruited four individuals (three at the GS-13 level the fourth, hired as an instep GS-12, had no experience on IBM computers). Since this was during a period of time when computer industry growth was slowed temporarily due to declining venture capital, it contrasts significantly with the current period, in which professional opportunities for experience programmers are considerably more available.

5.   Efforts to attract systems programmers to the Agency over the past two years have been hampered by a lack of qualified candidates and, at least to some extent, insufficient salary. The following list was taken from recruitment records of the past two years. Each of the individuals in this list declined employment with the Agency or was rejected by us:

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	Current	Requested
	GS13.5	GS13.5
		GS12
		GS13
	$25.2K	GS14
	$26.5K	GS13+
	GS12.5	GS13
	$24K	GS13
	$25K+	GS13+
	GS13	GS14
		GS14
	$21K	$24K
		GS13
	$20K	$26K
	GS12.5	GS13
	GS14	GS14
	$15.8K	GS12

Several factors were responsible for our inability to recruit these individuals, but salary considerations

were cited in all these cases as a consideration.
For example, many of the interview forms indicated
that the technical qualifications of the individuals
were not commensurate with those of Agency employees
at the same level. In many cases, not listed
here, we did not even look at candidates because of

STATINTL   high salary requests.

6.   A few of these cases deserve further mention.
[   ] an EEO candidate, requested the salary of
an instep GS13. In comparison with the grades and
qualifications of our current staff, we were only able
to offer a GS-13-1 (and that, with due consideration to

STATINTL   affirmative action). [   ]rejected our offer, having
received a salary increase from his current employer.

STATINTL   7. [   ]from NASA is a well-qualified
candidate who was discouraged from applying because we
were unable, at the time, to offer him a lateral transfer
as a GS-14. A similar situation occurred with [   ]   STAT

STAT   [   ] a GC-13 system programmer from the DOD.   STATINTL

8.   As a further indication of the lack of
comparability at all levels, we recently lost [   ]
a GS-10 systems programmer with good technical

STATINTL   credentials.[   ]was attracted to the Boeing Corporation
for a comparable position with a salary increase of
approximately six thousand dollars.

9.   I believe that we can expect a significant
problem in our upcoming recruitment efforts. The job
market is ripe for qualified individuals. Solicitations
for programmers are running fourteen pages in Computer World
and similarly in the local papers. I believe that there
is substantial justification for a general upgrading of
the positions in SPD, and that this upgrading is essential
in order to attract qualified candidates and retain our
current staff.

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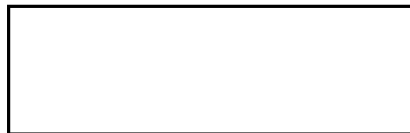
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	UNCLASSIFIED		CONFIDENTIAL		SECRET

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Fred Janney		
2			
3			
4	*Blind copy*		
5	*40*		
6			

ACTION		DIRECT REPLY		PREPARE REPLY
APPROVAL		DISPATCH		RECOMMENDATION
COMMENT		FILE		RETURN
CONCURRENCE		INFORMATION		SIGNATURE

Remarks:

Fred:

Regarding our previous discussions
on programmer salaries, I have
attached two memos for your
information. We are continuing
to work on getting better info
on salaries paid in installations
similar to ours (see para 3 of
[   ] memo). We may ask for
some PMCD help on this.

11/29/77

FOLD HERE TO RETURN TO SENDER

FROM: NAME. ADDRESS AND PHONE NO.	DATE

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